

**IMBA PROGRAM
COLLEGE OF COMMERCE
NATIONAL CHENGCHI UNIVERSITY
(Product Management)
Fall 2011**

A. Instructor: Professor Sandra S. Liu

Office:

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Phone/Fax:

Class Hours:

Office Hours:

B. Readings

Aaker, Jennifer (2011), "The power of storytelling: What nonprofits can teach private sectors about social media," *The McKinsey Quarterly*, February, 1-6.

Anderson, Chris (2008), *The Long Tail: Why the future of business is selling less of more*, Hyperion.

Bales, Carter F., P. C. Chatterjee, Frederick W. Gluck, Donald Gogel and Anupam Puri (2000), "The Microeconomics of Industry Supply," *The McKinsey Quarterly*, June, 21-28.

Best, Roger, J. (2004), "Product Positioning and Brand Strategies," in *Market-based management: strategies for growing customer value and profitability*, 4th Edition, pp. 167-194. New Jersey: Upper Saddle River press.

Bughin, Jacques (2011), "The Web's €100 billion surplus," *The McKinsey Quarterly*, January, 1-4.

De Chematony, Leslie (2010), *From Brand Vision to Brand Evaluation*, 3rd Edition. Oxford: Elsevier Ltd.

Erhun, Feryal, Paulo Gonçalves and Jay Hopman (2007), "The Art of Managing New Product Transitions," *MIT Sloan Management Review*, 48 (3), 73-80.

Hartley, Robert, F. (2009), "Airliner War: Boeing vs. Airbus – and Recent Outsourcing Woes," in *Marketing mistakes and successes*, 11th Edition, pp.103-120. New Jersey: John Wiley & Sons press.

Hoffman, Donna L. (2009), "Managing beyond Web 2.0," *The McKinsey Quarterly*, July, 1-4.

Kim, W. Chan and Mauborgne, Renee (2005). *Blue Ocean Strategy: How to create uncontested market space and make competition irrelevant*, Mass: Harvard Business School Press.

Kohli, Ajay K. and Bernard J. Jaworski (1990), "Market Orientation: The Construct, Research Propositions, and Managerial Implications," *The Journal of Marketing*, 54 (2), 1-18.

Kuratko, Donald, F. and Richard M. Hodgetts (2003), "Intrapreneurship: Developing Corporate Entrepreneurship," in *Entrepreneurship: a contemporary approach*, 6th Edition, pp. 58-73. Fort Worth: Dryden press.

Li, Charlene and Josh Bernoff, Josh (2008). *Groundswell: Winning in A World Transformed by Social Technologies*, Boston, Mass: Harvard Business Press.

Liao, Shu-Hsien and Chih-Hao Wen (2009), "Mining Demand Chain Knowledge for New Product Development and Marketing," *IEEE Transactions*, 39(2), 223-227.

Miller, Dewaine (2005), "4 Deadly Sins of High Tech Product Management and How to Avoid Them," *Siliconindia*, 9 (4), 12-14.

Osterwalder, Alexander and Pigneur, Yves (2010). *Business Model Generation*, New Jersey: John Wiley & Sons, Inc.

Otvoson, Thomas and Chris Fry (2006), "Understanding the Dynamics of Value-Driven Variety Management," *MIT Sloan Management Review*, 48 (1), 63-69.

Sotiriou, Dean and Dennis Wittmer (2001), "Influence Methods of Project Managers: Perceptions of Team Members and Project Managers," *Project Management Journal*, 32 (3), 12-20.

<http://www.squarewheels.com/content/risk.html>

<http://weblogs.asp.net/wallen/archive/2004/12/23/331395.aspx>

http://www.ritsbagakkai.jp/pdf/425_06.pdf

<http://blogs.bnet.com/salesmachine/?p=4158&tag=nl.e808>

C. Course Objectives

This course aims to provide students with an in-depth understanding of

important issues in product management principles and practices, and hands-on experience for developing comprehensive produce management plan from its conception phase.

D. Grading Policy

Class Participation and Discussion	20%
<i>Individual (10%)</i>	
<i>Within the team (10%)</i>	
Projects	80%
<i>Business Model (20%)</i>	<i>Empathy Map (15%)</i>
<i>MRD (20%)</i>	<i>Final report and Presentation (25%)</i>
TOTAL	100%

E. Important Notes and Policies

Students are expected to come to class prepared with some knowledge of the corresponding readings for that particular session. Students shall try to come to class no later than 15 minutes after the scheduled start time. There should be no reading of outside materials including newspapers, magazines, or books. Questions and comments are welcome and encouraged in class. However, please be self-respectful when expressing your views.

All the course projects are group activities. Therefore, everyone will be in a group of no more than six members. Each team will determine for themselves how they want to divide up the work on all of the team projects. Projects will include research, analysis, written papers and oral presentations throughout the semester. A written business model and team presentation of that model will be due at the end of the semester. The main elements of the business model include:

1. Executive summary
2. Business scenario
3. Customer segments and respective value propositions
4. Key partners and their value propositions
5. Key activities and key resources
6. Customer relations and channel
7. Cost structure and revenue streams
8. Financials

Report Format

1. A cover page with product title, group number, names of the members, and the percentage of individual contribution to the assignment.
2. Diagrams/figures and tables should be listed as appendices. They should be cited in the text.
3. Times New Roman (or equivalent), font 12 and 1.5 spaced.

<i>Class Presentation</i>	
<i>Rules</i>	<i>20 minutes</i> <i>Participated with all team members</i>
<i>Presentation Score Sheet</i>	~~~suggested grading criterion~~~ <ul style="list-style-type: none">● <i>Presentation skills (PowerPoint aesthetics, complementarities of oral and visual communication)</i>● <i>Language and clarity</i>● <i>Handling of Q&A (attitude toward criticism and the way of answering)</i>● <i>The content (richness in information, the structure, value-added in analysis, relevance to the subject)</i>

CLASS SCHEDULE

#	Date	Content	Reading	Case
1.	12/10	Introduction to product management Attributes of successful product managers	<u>Book chapters</u> 1. Market based management: strategies for growing customer value and profitability 2. Entrepreneurship: a contemporary approach <u>Articles</u> 1. 4 deadly sins of high tech product management and how to avoid them 2. Managing beyond Web 2.0 3. Intrapreneurship	<u>Case</u> 1. Shigeru Miyamoto 2. Akio Morita and Masaru Ibuka 3. Stan Shih 4. Jerry Yang
2.	12/13	Strategic product management	<u>Articles</u> 1. Writing market requirements document	<u>Workshop</u> Preparing for writing MRD/PRD/Market Plan/Business case
3.	12/17	Business modeling Customer-centric response models Brand planning	<u>Articles</u> 1. Connecting with and engaging customers 2. Creating customer advantage 3. A model for ECR 4. Mining demand chain knowledge for new product development and marketing 5. Product branding	<u>Discussion chapter</u> Connecting with and engaging customers Creating customer advantage <u>Case</u> ECR and new product development: Nissin food products Co. Ltd
4.	12/20	Business system analysis	<u>Articles</u> 1. The Microeconomics of Industry Supply	<u>Case</u> Boeing company <u>Workshop</u> Developing BSA

5.	12/24	MRD BM planning	<u>Articles</u> 1. The Web's €100 billion surplus 2. The power of storytelling	<u>Workshop</u> Design of business model
6.	12/31	Product transition management Product variety management	<u>Articles</u> 1. The art of managing new product transitions 2. Understanding the dynamics of value-driven variety management	<u>Case</u> 1. Cannondale 2. National 3. Specialized 4. VooDoo
7.	1/7	Presentation and group discussion		